



## Implementation Provider Business Strategies Service Tour (Literature Study of SMEs Travel Bureau Malang City)

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### ABSTRACT

This research was conducted to find out the effort made by the Travel Bureau in achieving competitive advantage in its business. The focus of this research is on the MSME business strategy of travel and tourism bureaus in Malang City. The research was conducted by studying the literature listed on Google Scholar. This research uses a Systematic Literature Review with the Preferred Reporting Items for Systematic Review and Meta-analysis (PRISMA) method. From the results of the search for articles that are considered relevant, analyzed by the author, there are 7 articles that are worthy of analysis. The results of the analysis of the literature review show that the focus of the business strategy of the UMKM Travel Bureau in Malang City is Price-oriented, Application of the Halal Tourism concept, Health Orientation, Digital Information Services, Expansion of the segment to foreign tourists, Through this study it is hoped that it will be able to make a positive contribution related to the marketing strategy that has been carried out by SMEs Travel Bureau actors and can be used as a reference by researchers who are interested in the same field so that they are more creative in identifying research from different points of view.

## **INTRODUCTION**

Tourism in Indonesia always gets a positive trend. This is shown by the number of tourists which continues to increase every year, with an increase reaching 6.37 million visits, an increase of 2.70 percent when compared to last year which amounted to 6.20 million (bps.go.id, 2019). The Ministry of Tourism is committed that the tourism sector along with the creative economy in the next five years will be more advanced by generating foreign exchange more big And Power competitive tourist Indonesia in level The global economy is currently at 42 out of 136 countries or up 8 ranks from the previous year, generating foreign exchange of 19.3 billion US dollars (Tempo. Co.,2019).

According to Yakup (2019) in an effort to meet tourist demand, investment is needed in the fields of transportation and communication, hotels and accommodation, the craft industry and the consumer product industry, the service industry and restaurants. According to Tambunan (2009), tourism activities depend a lot on communication and especially good means of transportation to support tourism activities in carrying out tourist trips to a tourist destination. Transportation according Lumsdon (2006), is an important element for tourism because in a tourist trip, tourists need safe and comfortable means of transportation in order to have a pleasant and unforgettable experience.

The Tourism Travel Bureau is a business enterprise that provides accommodation and tourism transportation services. This effort is expected to improve the quality of service by trying to provide the maximum possible service to fulfill consumer desires (Sugiarto, 2015). This is because companies must also strive to be able to win competition in the transportation services business in addition to improving quality and facilities, companies also need a better strategy (Abidin, 2017). Business opportunities for Small and Medium Enterprises in the Tourism Travel Bureau are still very broad because the demand for tourism continues to increase. Therefore, business people must look for new innovations in order to continue to develop their business, bearing in mind that competition in this sector is getting tougher, especially in the city of Malang.

## **THEORETICAL REVIEW**

### **Tourism Transportation**

According to Rachmadi (2010), in the use of tourist transportation there are various parties that support the return variable agreement. The parties to a variable return agreement are the carrier and the shipper. Tourism transportation is a reciprocal agreement between the carrier and the sender, in which the carrier binds himself to carry out the safe transportation of people from a place to a certain destination, while the sender binds himself to pay the freight and receive the goods properly and safely. The role of tourism transportation is important for tourists when they want to visit a tourist destination, the movement of people from one place to another is sometimes far away, even more than thousands of miles. so that the main support in its

journey requires means of transportation or transportation (Muljadi and Warman, 2014: 253). Indonesia as an archipelagic country has unique geographic conditions, with dispersed demographics and natural resources and a high degree of heterogeneity, the existence of transportation is vital. Services are needed from various modes of transportation, both complementary and substitute, to facilitate the movement of people, goods, services and information (Muljadi and Warman, 2014: 254).

### **Business and Business strategy**

Assauri (2016:21) explains that business is an activity that can provide opportunities for profit or income. Business activities are not only carried out by a company, but by a person or group person Which get results income from activity business.

The business fields that are involved in a company include the manufacturing industry, agriculture, plantations, and the service business sector. Companies engaged in manufacturing such as the food, beverage and tobacco industries while companies engaged in service business such as transportation services, hotel services and consulting services.

Business organizations in carrying out business activities or companies determine strategies that are used as directions for action so that organizational goals can be achieved. The strategy set is called a business strategy, which is a strategy that is formulated and executed to achieve the business goals expected by a company (Assauri, 2016: 22). Strategy according to Sirait (2013), is forging the company's mission, setting organizational goals keeping in mind external and internal strengths, formulating policies in a certain way to achieve goals and ensure their implementation is appropriate, so that the main goals and objectives of the organization will be achieved. Business strategy is a way for a company to be able to continue to maintain and improve its competitive position by continuing to strive for efficiency in its business processes to achieve company goals with maximum results.

### **Competitive**

### **Advantage**

The company's business objective is generally to have a dominant role in the competitive position in the market. Activities in running a business according to Assauri (2016: 91), companies are not alone, there are other companies operating in the same business, so that competition occurs because companies and competitors are both pursuing profits generated from customers or the same market. According to Assauri (2016: 23), the success of a company in maintaining a sustainable competitive advantage can be achieved only because of two strategies, namely: first with a business strategy that maintains its competitive advantage, customer satisfaction and customer loyalty. Second, by developing creative and flexible marketing programs.

### **MSME and MSME Innovation**

Small and Medium Enterprises (MSMEs) are business units carried out by business entities or individuals within the productive economic sphere that stand alone. MSME innovation can be categorized in several aspects, including natural innovation, innovation sustainability, levels and attributes of innovation (Chege et al., 2020), (O'Dwyer, 2009). Some of these aspects can be described as follows: natural innovation, where epistemologically one can distinguish between incremental innovation and radical innovation (Hoang, et al., 2021). It is called incremental innovation if it empowers existing potential. And it is called radical if the innovations carried out are very basic both in fundamental changes to a product, organizational activities and in the strategic model approach to product/service marketing. Innovation sustainability. Bocken et al. (2019) identified that innovation sustainability requires a good knowledge system so that it does not only focus on changing customer behavior. The dynamics of sustainable innovation require new technological changes so that they can adapt to changes in consumer behavior and desires. According to Du (2021) the successful implementation of sustainable innovation in MSMEs places more emphasis on incremental innovation which can gradually improve MSME business performance. Degree of innovation. Interpreted as a level of innovation that is reflected in the three levels described by Shujahat et al. (2019) closely match the level in marketing innovation. The first level is oriented towards changes in production methods and management philosophy. second level, focus on a change in production methods and management philosophy towards a new type. The third level concentrates on changing production models and new management philosophies. Innovation Attribute. Attributes or innovation variations are interpreted as various competitive advantages, compatibility, complexity, and other attributes that are applicable to marketing innovations. These attributes reflect a high response to the needs and desires of customers or consumers (Chen et al., 2021).

### **METHODOLOGY**

The research used in this study is a literature review or what is known as a systematic literature review. In the process, the authors conducted a literature search as study material on the "Google Scholar" platform. Therefore, a systematic review was used in this study. This data collection process was carried out with the aim of developing a more complete database related to the Business Strategy of Tourism Transportation Providers in Malang City. Screening and selection of samples through inclusion-exclusion criteria for further examination and analysis. At this search stage, keywords are used to find all relevant literature, namely as follows: "Travel Bureau", "Business Strategy", "Competitive Advantage" and "Malang City."

Based on the search results it was found, when using the keyword "Travel Bureau" found 16,400 articles, added the keyword "Business Strategy" found 14,500 articles, added the keyword "Competitive Advantage" found 5,930 articles, and when added "Malang City" available 2190 articles. After screening,

the researcher determined 7 articles that were considered relevant for further study related to the previously determined topic, namely the Tourism Transportation Provider Business Strategy.

## RESULTS AND DISCUSSION

**Article Systematic Literature Review**  
 This study analyzes 7 previous research articles that are relevant to the research topic, according to the results of article identification. A summary of the articles reviewed is presented in Table 1. Articles were written in the period 2013-2022, consisting of 4 international journals and 3 national journals written in Indonesian. Based on the research method used, of the 7 articles reviewed, there was one article that was done quantitatively, and the remaining 6 articles used qualitative methods. Details are as follows:

Table 1. Malang City Tourism Travel Bureau Business Strategy

No	Writer's name	Journal Name	Research Methods and Objects	Year	Samples/Respondents	Results
1	Familiarity	Journal of Syntax Transformation	Qualitative	2022	Owner of EMMA Tour & Travel Agency	Service and price strategies are able to attract consumers to carry out transactions
2	Chrysnaputra & Pangestheti (2020)	An-Nisbah Sariah Banking Journal	Qualitative	2021	Owner of a Tourism Travel Bureau in Malang City	1. Reorientation of the Indonesian people in the Halal tourism movement and Sharia travel, 2. Government regulations in supporting

						<p>the development of halal tourism and Sharia travel</p> <p>3. Participation of Islamic Organizations in the development of halal tourism and Sharia travel</p>
3	Purnomo & Aristin	GeoJournal of Tourism and Geosites	Qualitative	2021	24 Malang Tourism Managers and 30 Residents	<p>There is a reorientation of the travel agency segment in crisis conditions. People will tend to avoid crowds of confined spaces and tend to choose outdoor tourism which is considered safer. Improvement of infrastructure and services, especially in the aspects of</p>

						hygiene, sanitation, access to health services, and clear and transparent health information
4	Hidayatullah et al.	International Journal of Innovative Science and Research Technology	2020	Quantitative	190 Tourism Bureau Service Users in Malang City	Website quality has a positive and significant effect on Perceived Flow, website quality has a positive and significant effect on purchase intention, Perceived Flow has a positive and significant effect on Purchase Intention and website quality has a positive and significant effect on purchase intention

						through Perceived Flow
5	Elias	Agora Jornal	2018	Qualitative	Tour and Travel Bureau Owner	The competitive strategy used in achieving competitive advantage is cost leadership, which can provide lower tariffs by reducing labor and product costs in order to gain market share.
6	Effendy et al.	International Journal of Applied Business and International Management	2018	Qualitative	Transportation Manager PT. Safari Dharma Sakti	Implementing a segment expansion strategy from only local tourists to foreign tourists through culinary and natural tourism exploration services in Malang City
7	Kristanto	JIMFEB	2013	Qualitative	Tourism Transportation	Tourism Transporta

					Manager	tion MSMEs need to implement a market developme nt strategy, the second priority is a product developme nt strategy, the next is a forward, backward and horizontal integration strategy, and the last is the implement ation of a market penetratio n strategy in order to realize customer loyalty
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Implementing a Competitive Advantage Strategy must be implemented by MSMEs in various ways so that they have a competitive advantage compared to competitors. Of the seven journals analyzed through the literature, the strategies for gaining competitive advantage among MSMEs Tourism Travel Bureaus in Malang City are as follows:

1. Price Focus;

Price is a selling value activity that must be replaced or paid by consumers to get the product. According to Musfar (2020) price is the amount that must be paid by the customer. In the marketing mix, price is an important component because it determines the profits earned by the company and the survival of the company. Adjusting product prices has a significant impact on the implementation of the overall marketing strategy and can affect the elasticity of demand and supply.

## 2. Implementing the concept of Halal Tourism;

The more promising the potential for halal tourism in Indonesia is, the time has come to strengthen various aspects to become the main focus that the government must immediately implement (Junaidi, 2020; Said et al, 2020). The concept, development, policy and promotion of halal tourism is a unit which, if implemented properly and consistently, is very likely to boost the number of Muslim foreign tourists and is also expected to be able to improve the reputation of Indonesian tourist destinations on the global stage (Battour, 2018; Junaidi, 2020; Isa et al, 2018; Ratnasari et al, 2020).

## 3. Health Orientation;

Business management that is oriented towards implementing health protocols which aims to increase sales in this pandemic era, especially visitor loyalty (Sukaris et al. 2019). Likewise, cooperation from various parties is very important and each has its own contribution according to its capacity

## 4. Provision of information services in digital form;

Optimization of digital media is one of the main strategic alternative tools in increasing the number of tourist visits. The existence of digital media is at least able to change tourist behavior in exploring information regarding the places to be visited. There information is more complete and easily accessible than having to search for information manually. Before they decide to visit, they will always look for the right literature for them. So that directly or indirectly the number of tourist visits to a destination is greatly influenced by this digital media

## 5. Expanding the segment from only serving domestic guests to serving domestic and foreign guests;

Expanding the segment will have the opportunity to gain more competitive and global advantages and competitiveness (Afsar et al., 2013). along with the development of foreign tourists who are interested in Malang City, it is appropriate to do this strategy. This opportunity is still relatively very few competitors.

## 6. Increase customer loyalty through an integrated service concept

Services provide a significant influence on customer satisfaction. In this regard, the factors that contribute to improving service quality should be considered by MSMEs.

## **CONCLUSIONS AND RECOMMENDATIONS**

### **Conclusion:**

1. There are many studies related to SMEs Travel and Tourism Bureau, but only 7 articles specifically discuss the city of Malang.

2. The MSME Business Strategy of Tourism Travel Bureaus in Malang City is dynamic and follows development trends according to needs.
3. During the 2013-2022 period, the MSME business strategy for Travel and Tourism Bureaus in Malang City focuses on pricing strategy, application of the concept of Halal Tourism, Health Orientation, Digital Information Services, Expansion of segments to foreign tourists, Priority of Customer Loyalty through Services.

#### **Recommendation:**

1. For MSME business actors The Travel and Tourism Bureau must continue to innovate in relation to the development and growth of new competitors by conducting periodic research
2. Future researchers can focus on the Tourism Travel Bureau MSME Business Strategy in Malang City on a more specific and in-depth strategy.

#### **FURTHER STUDY**

The limitation of this research is that the scope of the research object is still narrow because it is still in my poor city, hopefully for further researchers it can be used as a development that the travel business strategy is not only in the Malang area but can expand to the country.

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